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INTEGRATED COMMUNICATION STRATEGY FOR MYLABEL

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Abstract

Integrated Communication Strategy for MyLabel

Following paper presents Integrated Communication Strategy for Continente's private label brand of cosmetics *MyLabel*. The main purpose of the project is to position MyLabel as venture brand which will gain strong market position in order to compete with the manufacturer brands. Therefore, based on the created brand equity model for the venture cosmetic brand, MyLabel will be approached from the branding perspective in order to improve perceived quality and consecutively, build brand recognition and credibility. In this respect, integrated communication strategy includes some of the branding tactics and marketing communication mix. Thereafter, MyLabel will be transformed into the sub-brand *MyBeauty*, which can exploit opportunities given by the new market image of retailers' brands and gain special, unique position in the market.

Keywords: private label, brand equity, perceived quality, marketing communication

Table of Contents

I. Introduction	4
II. Market overview	4
1. Market Analysis of the private label brand industry.....	4
2. Market Definition (Analysis of the cosmetics market).....	6
3. Brand Analysis (Current MyLabel positioning and <i>SWOT Analysis</i>)	7
III. Competitive advantage of the venture brands	8
1. The strategy of cosmetic venture brand based on the brand equity model.....	8
2. Problems and branding challenges for MyLabel as a venture cosmetic brand	10
IV. Integrated Communication Strategy	12
1. Marketing Objectives.....	13
2. Brand building tactics	14
3. Target Market	14
4. Action objectives	16
5. Communication objectives	16
6. Brand identity and positioning.....	17
7. Creative Strategy.....	19
8. Creative Brief.....	21
9. Marketing Communication Mix	21
9.1 Experiential marketing	21
9.2 Promotions	22
9.3 Online/interactive plan	24
VII. References	26
VIII. Appendix	28

I. Introduction

Nowadays, manufacturers are tied into the tied promotional mechanism which results in the brands discount wars. Therefore, private labels have to defend their position by differentiating their image, providing unique selling proposition while not relying on the price weapon anymore. MyLabel is currently facing many problems associated with the unfavourable private label image and lack of recognisability. Hence, Continente has to embrace the challenges and build new model for MyLabel in order to find the best way to address consumers' needs and be able to exploit the opportunities given by the new market perspective. However, based on the venture brand concept, defined quality attributes are considered as a variables which can leverage MyLabel position in the market. Hence, by brand-oriented approach, MyLabel will be able to build brand equity, increase perceived quality and capture customers' value. Correspondingly, following paper presents integrated communication strategy composed of the branding tactics and marketing communication mix which will transform line of the MyLabel's makeup products from the store brand to the power brand.

II. Market overview

1. Market Analysis of the private label brand industry

Private labels flew into the fast moving consumer goods (FMCG) market in the beginning of the XX century. In addition, their market share increased significantly over the last two decades (Kumar, N., & Steenkamp J. , 2007). In the beginning of the existence, private labels were perceived as a functional, budget friendly products carrying unattractive image which positioned them as a lower quality substitutes of the national brands (Threshold Review, 2012). Given all of those aspects, it became crucial to indicate the reasons which follow up with unfavourable image of private labelled products.

Nowadays, manufacturers put a lot of pressure into the fiercely competitive FMCG market by launching aggressive promotions to defend their shares and attract customers. Consequently, due to the price wars of the national brands, private label brands had to adopt strategy of generic branding associated with low price image as a promotion tactic given the lack of advertising clout (Private Label Manufacturers Association, 2006). Accordingly, this fact is considered as a one of the fundamental reasons of underperforming sales of private label products and underrating their value followed by incomplete quality assurance. However, recently market view of the private label brands has changed remarkably and irreversibly due to the shift of the customers' perception. It is indicated by the fact that 71% of them state that quality of private labelled products improved over a time and modern shopper demand for getting the best value for money products (Nielsen, 2014) [Refer to Figure I. Customers' perception of private labels]. As president of PLMA (Private Label Manufacturers Association) stated, consumers no longer treat private label as an alternative to the national brands (Sharoff, 2012). Correspondingly, as private labels shaped new market image and old association of the poor quality is becoming outdated, customers become more open and less reluctant to retailer's brands (Waller, 2013). Even though private labels grew everywhere, value shares in the global FMCG market are not correspondingly redistributed. Interestingly, mature markets such as Western Europe and North America enjoy the greatest growth of private labels (Kumar, N., & Steenkamp J. , 2007). Moreover, as private labels already play a fundamental role in a lives of European shoppers, their market share will continue to expand. Furthermore, in what concerns Portuguese market, private label brands have 45% of market share which means that currently private label accounts for at least four of every ten products sold (PLMA, 2013). Provided that retailers attitude towards

distributing their own brand has changed, many of them evolved their private label strategy to offer not only functional benefits followed by entry price levels but also emotional benefits such as gratification or wellness to create higher degree of interest and excitement among their products (Euromonitor International, 2013). Moreover, modern shopper not only seek for the quality assurance but also for the emotional satisfaction and identity of the products. Therefore, retailers started investing more money in the marketing of their own private labels concentrating on the aspects such as packaging, products innovativeness as well as promotions to achieve closer parity with the regular brands.

2. Market Definition (Analysis of the cosmetics market)

Cosmetics are relatively big category of consumer packaged goods industry. Despite tough economic environment caused by the financial crisis and general shift in the shoppers' behavior associated with higher awareness and purchasing conscious, beauty market is constantly growing (Cosmetic Design, 2011). Consumers of cosmetic products tend to look for the brands which can fulfill their needs and provide complete satisfaction. Respectively, beauty shoppers look for the various different brands which offer innovative formulas of the products, warranty of the best quality and at the same time good value for money. This is to say, category of makeup cosmetics is continually innovating to offer new trends, bigger variety of products assortment, thereby capture the most demanding customers which seek for more effective, valuable and efficient products. However, it is essential to emphasize the fact that private label penetration in the beauty and personal care category is only 3% which indicates low market share of cosmetic store brands (Euromonitor International, 2013) . Following circumstance can be determined by the fact that products within cosmetic category appeal to the consumers throughout imagery and visual factors, hence brand image plays significant role.

Moreover customers tend to evaluate quality and value of the cosmetic products based on the price, thus common association of the low cost generic competitors to national brand led to the customers' unfavourable perception of the private labelled cosmetic products. Nonetheless, retailers have already understood the branding challenge for this category and not only begun to invest in the marketing but also start to be innovative (Laguard, 2015). Moreover, cosmetic sector is considered as one of the fastest growing among the category for the private labels brands (Euromonitor International, 2013).

3. Brand Analysis (Current MyLabel positioning and *SWOT Analysis*)

MyLabel belongs to Continente which operates in the consumer packaged goods segment. It is cosmetic private label brand of the beauty and personal care category that offers lines of equal quality products of the branded competitors at the lower price such as makeup, hair care and skin care. Currently MyLabel is positioned as an exclusive Continente brand operating in the highly competitive cosmetic industry of the mass beauty, given by high market saturation and low switching cost.

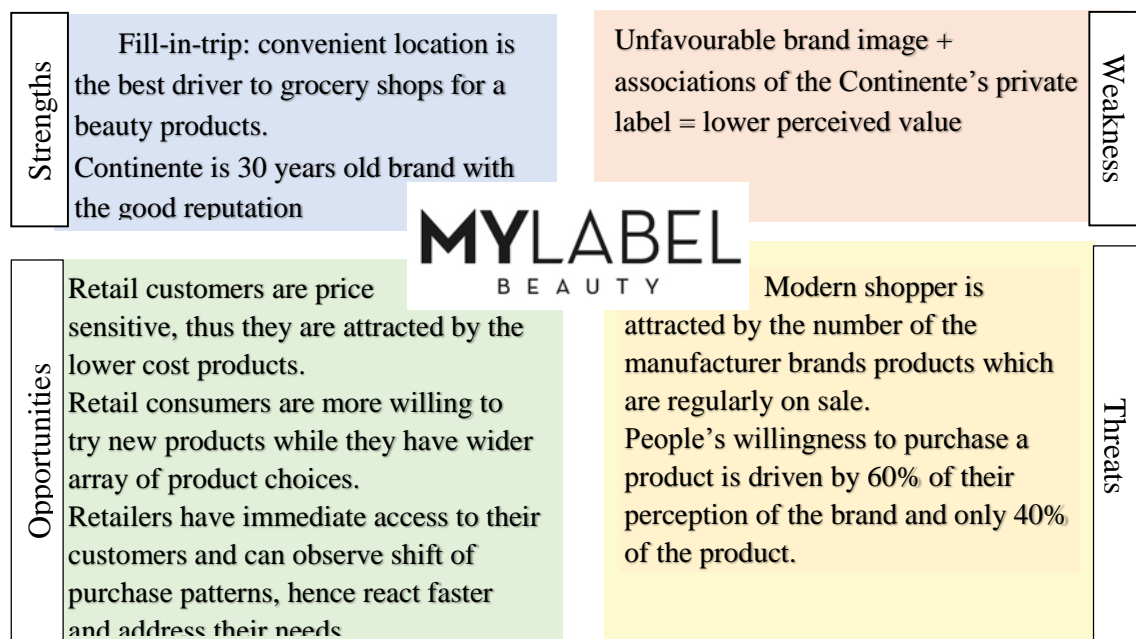


Figure II. MyLabel SWOT Analysis. Source: own elaboration

III. Competitive advantage of the venture brands

1. The strategy of cosmetic venture brand based on the brand equity model

Successful positioning of the cosmetic private label brand in the market against branded competitors can be seen as a difficult task. However, it is worthwhile to take into account concept of the venture brand derived from the premium private label. Correspondingly, premium private labels are expected to gain the greatest market share among different kinds of private labels [Refer to Figure III. Brand/Private-label Market Shares]. It is caused by the fact that nowadays, brands have to appear either as a low-cost or premium since middle market in many categories becomes dispensable. Consequentially, presented brand equity model and strategy of the venture brands will provide rational reasoning of how MyLabel as a retailer's brand operating in the cosmetic industry can gain powerful position in the market by applying this concept. Since key element of the venture brands is differentiation, they tend to be innovative instead of being imitative (Threshold Review, 2012). Moreover, as they do not have a low cost nature, they can achieve price flexibility, hence positioning which enables them to compete with the manufacturer's brands (Klug, 2015). By that, venture brands can be associated with the same or superior quality of the manufacturer brands offering value-added products. Accordingly, customers are able to identify with the value impounded in the brand which is followed with the set of assets linked to the brand's name and symbol defined as a brand equity (Aaker, 1991). Therefore, in order to understand how venture brands are able to create a brand equity, developed model (Figure VI. Brand Equity model for a venture cosmetic brand) will indicate factors that directly affect perceived value of the products. In what concerns venture brand operating in the cosmetic industry, it is essential to take a closer look at the perceived quality which is the key driver of customers' attitude towards such brands.

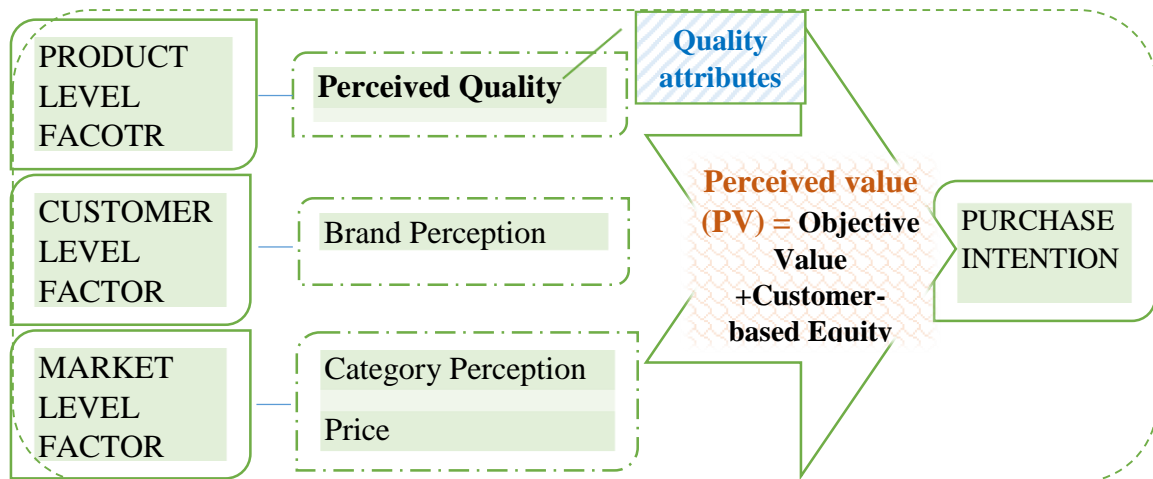


Figure VI. **Brand Equity model for a venture cosmetic brand.** Source: own elaboration.

Perceived quality derives from **Quality attributes** which leverage **Perceived value**, thus improve Objective Value and Customer-based Brand Equity that affect purchase intention. Customer-based equity is related to the brand awareness and brand image, hence brand knowledge each customer has (Lévy-Mangin & Calvo-Porrall, 2014). Therefore, in order to create brand equity which derived from perceived value of the cosmetic venture brand, it is crucial to define **quality attributes** of the products. **Brand image (design)** has to indicate high quality and drive greater perceived utility, so that customers will be willing to spend more money on such a products. By that, venture brands are positioned at the same perceived quality level as the producers' trademarks. **Product packaging** has direct impact on quality, both intrinsic (functional benefits) and extrinsic one (the information on the package and visual identity) (Immonen, 2010). In fact, unique packaging design not only creates favourable impression and draw attention but also builds customer confidence towards product (Henkes, 2013).

Brand name may be used by the consumers as a signal of functional quality, hence it has direct impact on the perceived and symbolic value of the product (Fahim, 2013).

Product advertising: more brand's exposure leads to the higher brand recognition, and the higher purchase intention. Marketing message embedded in the product advertising

has to be relevant and appealing for the targeted group of consumers.

Successful strategy of the venture brands relies on the fact that on the packages there is no mention of the store brand, hence it allows retailer to develop effective positioning. Accordingly, venture brand as an independent and not bounded with the retailer, has sufficient potential to expand and address certain target market. In addition, venture brands target specific category, as opposed of being an umbrella brand for products from different categories. Thus, by targeting particular group of people, it is easier to send clear marketing message. On top of that, venture brands operate in the real-time environment, meaning that all the brand concepts can be tested with less risk since retailers receive immediate feedbacks based on the customer purchase patterns. By that, they are able to quickly tweak promotions in order to immediately react to the changing client's demand and purchase behaviour (Threshold Review, 2012).

2. Problems and branding challenges for MyLabel as a venture cosmetic brand

Based on the provided brand equity model and strategy, it is essential to understand which particular factors will leverage competitive position of MyLabel as a venture cosmetic brand. In this respect, it is evident that prior to applying this concept to MyLabel, brand has to face many challenges due to its lack of branding approach. According to the brand equity creation factors presented in the model that leverage customers' perceived value of the brand, it is possible to determine main symptoms and problems of the MyLabel:

Product factor- Perceived Quality

Currently MyLabel is perceived as an unidentified cosmetic brand which imitates manufacturer brand-Maybelline by copying its image (**brand design**). It is common technique intended to confuse customers, used by the retailer to enhance perceived quality of the products due to similar image to the manufacturer brand [Refer to Appendix I, MyLabel copycat logo]. However, modern

shopper cannot be tricked and no longer believe in the copycat image. By that, common perception of low quality private label is linked to the **brand name** and **packaging**. Moreover, Continente's clients are not aware of the MyLabel existence which results from lack of brand exposure (**product advertising**).

Customer factor- Brand Perception

MyLabel carries the name of retailer: Continente on the product packages. Therefore, as it is still associated with the brand of Continente which imposes the problem of poor relation of the manufacturer, hence, leads to the unfavourable perception of the low quality retailer's products.

Market factor- Price

In the cosmetic industry relatively high price of the product provides quality assurance, hence it is a proxy to evaluate quality (Fahim, 2013). Price gap between manufacturer brands such as Maybelline or Rimmel and MyLabel is below 30% depending on different products. Therefore, customers tend to choose branded cosmetic products since they prefer to pay a bit more for the quality assurance.

Market factor- Category Perception

In terms of the competitive setting of MyLabel, market factors such a category complexity, quality variance and the price level are the characteristics which have an influence on the perceived quality (DelVecchio, 2001). The Portuguese market of the cosmetic products is dominated by the national, recognisable brands that provide convenience and quality assurance. Thus, consumers might still feel a risk associated with purchase of unknown, unrecognisable brands. It results from the fact that within cosmetic and personal care sector shoppers are still conscious about the distributor of the products and quality regardless the price (Eales, 2014). Therefore, they may be not willing to trade down or switch to different brands. Moreover, cosmetic's consumers high category knowledge result from information spread through online world of mouth. Hence, customers' expectations towards product performance increased.

Challenges for MyLabel as a venture cosmetic brand

In order to achieve favourable position in the market, MyLabel has to create value, attain customers and increase frequency of purchases by enhancing quality attributes of the products considered as a factors which trigger customers towards brand (Kohn, 2013). Correspondingly, MyLabel has to decrease perceived quality gap by increasing objective, actual value and by that narrowing the quality gap towards manufacturer brands (Chan Choi & Coughlan, 2006). Subsequently, brand has to decrease the image gap by enhancing attractiveness of the packaging and creating premium image that reflects brand exclusivity. Moreover, since Continente's logo will disappear from the MyLabel packages, it will not allow the customer to understand that it is distributor that is handling it. It imposes big challenge due to lack of brand awareness and the fact that modern shopper wants to understand the brand behind the product. This is to say, MyLabel has to be able to attract customers "from scratch" and build its brand credibility. Accordingly, MyLabel has to find clear point of difference and implement unique selling proposition aimed to enhance quality attributes of the products to drive customers' confidence and perceived value. Moreover, Portuguese customers still do not have faith in the private labelled products and on top of that, the price gap between Mylabel and other manufacturer brands is small. Thus, consumers prefer to choose branded cosmetic products since it is linked with the quality assurance and convenience. In this respect, MyLabel is facing a big challenge to convince customers about its products' quality.

IV. Integrated Communication Strategy

In order to meet increasing demand for affordable, good quality makeup products in the Portuguese market, makeup line of the MyLabel will be transformed into new sub brand- MyBeauty. Therefore, following integrated communication strategy was created to position MyBeauty as venture makeup brand operating in the makeup products market.

Most importantly, in order to build customer-based brand equity, it is crucial to use appropriate tactics which will leverage brand image and create brand awareness. Respectively, following part presents some of the branding elements building tactics incorporated into communication strategy which will improve brand elements as well as marketing communication mix focused on creating brand awareness. Consequently, in order to transform store brand MyLabel into the power makeup brand MyBeauty it is essential to address challenges and take advantage of the venture brand opportunities.

1. Marketing Objectives

The main objective of following integrated communication strategy is to position MyLabel as the cosmetic venture brand with the premium image and by that, achieve sufficient level of differentiation in comparison to the manufacturer's brands. Therefore, in order to embrace effective strategy for MyLabel aimed to enhance its quality attributes, thereafter create brand equity, some of the branding tactics as well as communication tactics have to be applied. Branding tactics are incorporated into the strategy in order to differentiate MyBeauty by providing new brand identity and enhancing brand identification (brand elements). Respectively, brand can leverage its revised status by adopting the selling proposition of superior value added products and simultaneously appearing as a cheaper than regular brands. By having strong brand identity, MyBeauty as a venture brand will carry value in the customers' minds whilst delivering benefits which will attract loyal customers (Blake, 2013). Subsequently, marketing communication mix will include tactics which will increase visibility and recognition of the MyBeauty, such as promotions, effective point of sale display as well as online presence with embraced social media strategy. However, it is important to bear in mind fact that following tactics are tailored to the private label prism, hence there is a lack of traditional media campaign budget. In conclusion, MyBeauty's main objective is to

convince customers of its products' quality, therefore decrease rejections and increase number of considerations, subsequently gain brand credibility and drive customers engagement.

2. Brand building tactics

Following part will tackle some of the main problems of the MyLabel which are indicated by the unfavorable brand image. Therefore, chosen visual branding strategy elements are aimed to enhance visible part of the brand such as brand name, brand symbol and packaging design. Visible part of the brand is essential in terms of the brand equity creation due to the importance of the brand imagery factor in the category of cosmetics. Accordingly, the MyLabel's brand image design has to be changed in order to achieve sufficient level of differentiation from Maybelline. Hereby, not to imitate branded competitor and not to confuse customers anymore. Furthermore, brand name- MyLabel should be forgotten due to its unfavorable impression and negative copycat brand associations [Refer to Appendix II. New logo of the brand]. This it to say, new brand name: MyBeauty will distinguish makeup products line from the rest of the MyLabel personal care and beauty products in order to target specific group of customers by sending clear message which is related to them. Lastly, as MyBeauty will be positioned as a venture brand, Continete's logo will disappear from the product packages. Consequentially, by breaking bond with the retailer, Continete's image will not affect the image of its venture brand, thereafter it will not pull down MyBeauty's perceived value.

3. Target Market

As the target market refers to the group of customer to whom entire marketing mix is directed, it is essential to take into account the modern shopper behavior patterns. Modern customers become less attitudinally loyal to regular brand which do not have strong point

of difference anymore. Thus, they are willing to switch to alternative substitutes which carry more appealing image and provide superior value (Blessing, 2010). In accordance with the smart shopping trend, customers look for the best quality products regardless of product being branded or private labelled [Refer to Figure V. Modern Shopper Purchase Behaviour Patterns]. Additionally, modern shopper pay more attention to the brand identity in order to frame particular product in the lifestyle context (Węgrzyn, 2012).

4. Target Audience

In order to target particular group of makeup products users, it is apparent to take into consideration not only behavior patterns of the modern shopper but also characteristics of the cosmetic sector. Thereby, MyBeauty's target audience will be young generation of the makeup products users, hence Portuguese female teenagers and young adults between 16-29 years old. They are considered as a very image conscious, thus they attach more importance to the brand imagery due to their stronger desire of social acceptance. Moreover, they are willing to get out from their familiarity zone by trying new cosmetic products and changing their purchase habits.

Awareness-Attitude-Behavior: marketing communication mix focused on OBS, OBL.

OBS's (Other Brand Switchers) do not include MyBeauty in their switching behavior, thus it is important to create strong brand preference. Group of OBS's can be divided into: Favorable OBS's, who would consider switching previously bought makeup product brand to MyBeauty; Neutral OBS's who did not hear about MyBeauty; Unfavorable OBS's who might have purchased MyLabel products before, they disliked it and rejected due to several reasons. Therefore, by changing brand design, name, package, MyBeauty will appear as a premium brand. Consequently, brand will leverage its perceived quality encourage unfavorable OBS to repurchase MyBeauty product's.

OBL's (Other Brand Loyals) have to be triggered toward initial step of changing their usual cosmetic brands which they are loyal to. Among group of OBL's, the main objective is to convince neutral OBL's about the products' quality and encourage them to try or retry MyBeauty. Consequently, they will transfer loyalty towards MyBeauty and become Brand Loyal's in the future (Rossiter & Bellman, 2005, pp. 83-86).

4. Action objectives

In order to select action objectives expected to result from the following campaign, it is relevant to take into account purchase behavior patterns of target audience. For the OBL, OBS which are already familiarized with the category, it is essential to deliver incentives to try a new brand-MyBeauty by trading up, thus providing more benefits. After obtaining first step of the brand trial, it is urgent to increase repeat purchase rate [Refer to Table I. Action objectives for target audience]. Since group of unfavorable OBS's might have already tried MyLabel or more importantly, they have negative attitude towards the brand, it is crucial to generate re-trial. Hence, convince them to repurchase product of the MyBeauty again regardless bad, unfavorable experience related to MyLabel.

Target	Current action	Action objectives
Favorable OBS	Consumers of other brands	Brand trial+ increase repeat purchase
Neutral OBS		Brand trial+ increase repeat purchase
Unfavorable OBS		Re-trial+ increase repeat purchase
Neutral OBL		Brand trial+ increase repeat purchase

Table 1. **Action objectives for target audience.** Source: own elaboration

5. Communication objectives

Brand awareness

Since makeup products fall into the low-investment category of consumer packaged goods and target audience have category need already established, it is crucial to achieve brand recognition. Furthermore, established consumers' category need leads only to category purchase intention since brand remains undecided. Thus, as the most important tactic to induce category purchase intention and consecutively pull the trigger of buying

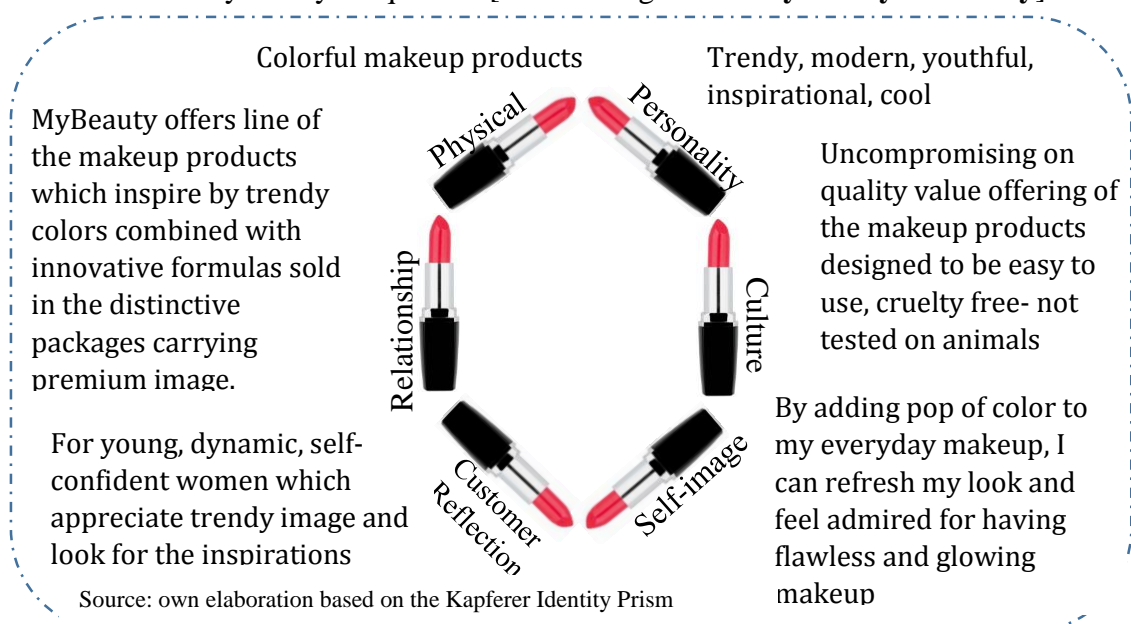
MyBeauty products, is clear demonstration of the visual brand mark. Specifically, at the consumers touch points where brand recognition occurs, such as point of sale (Rossiter & Bellman, 2005, pp. 83-89). On top of that, while taking into account the fact that the logo and name of the brand are changed, it is essential to use visual stimuli in the ads, so that consumers will be able recognize the brand and get familiar with the new image.

Brand attitude

MyBeauty has to create strong brand preference, especially, for the unaware group of customers (neutral OBS's and neutral OBL's) to link their perceptions with the benefits delivered by a brand. Likewise, as favorable OBS's have a moderate preference, their brand attitude has to be enhanced to the strong preference. After all, it is equally important to modify negative brand attitude of the customers who might have tried MyLabel previously (unfavorable OBS's) and they did not repeat purchase due to the unfavorable experience.

6. Brand identity and positioning

MyBeauty should adopt unique value proposition as well as positioning based on the new aspirational brand identity. Therefore, proposed brand identity by using Kapferer Identity Prism reflects MyBeauty uniqueness [Refer to Figure VI. **MyBeauty's Identity**].



Subsequently, MyBeauty's positioning has to differentiate the brand from the competitors and provide reason to believe determined by conviction of superior quality of the products for the affordable price. Accordingly, brand has to connect with the targeted group of customers at the emotional level in order to achieve positive attitude and strong preference. Respectively, MyBeauty has to emphasize the main benefits, hence reasons and motivations of choosing its products over the branded ones. Therefore, in terms of the makeup products it is relevant to consider transformational motives such as sensory gratification and social approval.

Sensory gratification (desire)	Social approval (self-assurance, self-pride)
Feel inspired by wearing trendy makeup colors which refresh your everyday look and make you glow.	MyBeauty provides self-confidence and assurance of following latest trends in makeup.
Appreciate yourself and your beauty.	Affirmation for being appreciated.

Table 2. **MyBeauty's purchase motivation.** Source: own elaboration.

MyBeauty will be centrally positioned, meaning that as a venture brand it will provide the same brand experience as manufacturer brands by delivering the all the main functional benefits of the makeup category (Rossiter & Percy, 1997, pp. 141-147). Needless to say, the competition in the makeup category is fierce which place private label in difficult position in the market where there is a lot of well-known manufacturers' brands. Nevertheless, due to premium image and enhanced quality attributes MyBeauty will leverage its competitive position and reinforce customers' perceived value of the products. Accordingly, in order to better understand the new position of MyBeauty in the market, the following positioning chart was created [Refer to Figure VII.].



Figure VII. **Positioning chart.**

Source: own elaboration

MyBeauty will be positioned as a differentiated makeup brand that offers affordable line of makeup products. That combines latest trend colures with modern image and youthful character which refresh your everyday look (sensory gratification), give you self-confidence and affirmation for being appreciated (social approval).

7. Creative Strategy

Creative strategy is aimed to communicate the drivers of the customer desired actions in the engaging and attention-getting way. Meaning that concepts of brand positioning and identity have to be convert into the creative execution of tactics which reflect MyBeauty's identity. Thereby, drive customers' attention towards the brand so that they can identify with it through key benefit driven by motivation of sensory gratification.

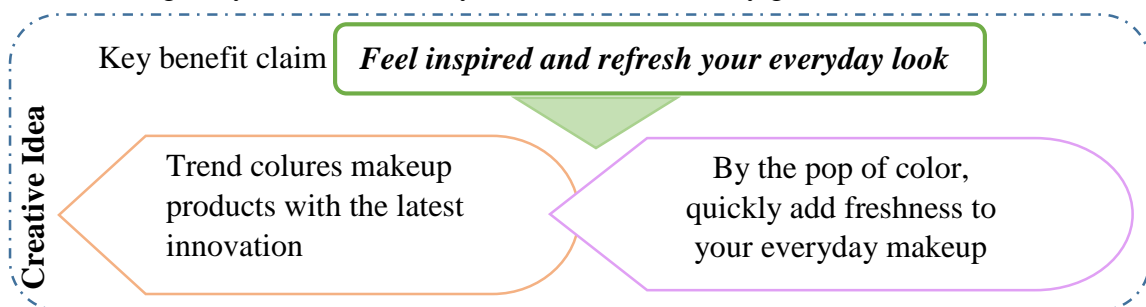


Figure VIII. **Creative idea for MyBeauty.** Source: own elaboration.

Brand awareness strategy

MyBeauty has to achieve high level of brand recognition through the brand mark tactic aimed to provide high exposure of the new, unique logo of MyBeauty (Rossiter & Percy, 1997, pp. 145-149). Thus, special MyBeauty posters will be hung in the Continente to catch customers' attention, make them curious and increase their brand recognition at the point of sale. Posters will be located near the entrance and around the area of personal care and cosmetic products. Posters will have a shape of the particular products such as lipstick, eye shadow, nail polish with the noticeable and eye-catching signs: **Explore the colors, Expose your beauty**. Additionally, headline placed on the POS display: *MyBeauty- add pop of color to your everyday makeup to refresh your look and expose your glowing beauty* will encourage customers' connection with the brand.

Brand attitude strategy

Based on the Rossiter-Percy Grid, cosmetics are considered as a low involvement products with the low degree of purchase risk, hence they have positive (transformational) motivation (Rossiter & Percy, 1997, p. 152) In this respect, motivation for purchasing MyBeauty products will be provided by emotional positive impressions: MyBeauty offers trendy makeup colors witch will make you glow (sensory gratification) as well as provide affirmation of having flawless look (social approval). Furthermore, the key benefit claim has to be emotionally positively extreme, thus target audience must have strong positive emotional impression (e++) towards brand after receiving the friendly sales message delivered by the key benefit. Therefore, throughout the tactics the main idea of the key benefit claim will be incorporated by the message: *You don't have to use a lot of makeup, just a little pop of color can make you glow, look flawless and refresh your everyday look*. Therefore in order to provide unique execution of the key benefit, there will be headline: **Essence of Color, Glow Serum, Pop of color** located on the product packaging.

8. Creative Brief

1. Customer perspective

Customer insight: “I like to take pride of my appearance. When it comes to my everyday makeup routine, I prefer natural refreshed look which can be enhanced by little pop of color. Therefore, I’m not afraid to play with colors by wearing various shades of lipsticks, or eye shadows, because I know that they will make me glow and look flawless”. I look for easy to use makeup products with uncompromising quality for affordable price”

Source of business: favorable OBS, neutral OBS, unfavorable OBS, neutral OBL.

Target Market: Modern shopper: generation of millennials following smart shopping trend

Target Audience: Portuguese female teenagers and young adults, aged 16-29, who like to refresh their everyday makeup look by a small pop of color.

Media: Online presence with embraced social media strategy

2. Action Objectives

Brand trial/re-trial+ increase repeat purchase

3. Communication Objectives

Category Need: established

Brand Awareness: create brand recognition

Brand Attitude: create strong brand preference

Brand Purchase Intention: assume brand purchase intention

Brand Purchase Facilitation: omit

4. Positioning statement for campaign

Target: Portuguese female teenagers and young adults, aged 16-29 (OBS, OBL).

Frame of reference: MyBeauty is a differentiated brand of makeup products.

Points of Difference: that offers affordable line of makeup products that combines trend colours with the latest innovation which refresh your everyday look (sensory gratification) and give you self-confidence and affirmation of being appreciated (social approval).

Reason to believe: superior quality for the affordable price.

9. Marketing Communication Mix

Following part includes marketing communication mix which was created to enhance product experience at the customers’ contact point and engage with them by sending effective message.

9.1 Experiential marketing

MyBeauty will held special events in order to provide real brand experience where customers will have an opportunity to try, touch and feel the texture of the products. The special MyBeauty events will be held in the big shopping centers (Colombo, Vasco da Gama Center) in order to generate buzz around the brand. For instance, during Women’s

Day there will be MyBeauty stands where customers can try cosmetic products, get some makeup tips, receive free products samples or price-off coupons. Although there will be special information that MyBeauty's products can be found in the Continente, the outlook of the whole campaign will not be linked with the image of Continente.

9.2 Promotions

Promotions tactics are dedicated to position MyBeauty against regularly discounted manufacturer brands which use diversified techniques to attract customers. Amongst various forms of retailers' promotions, point of displays and price offs can be considered as the most effective tools to trigger customers attention towards MyBeauty.

Point of sale display

Among several communication tools, in-store communication such as point of sale display is considered as a key retailing tool aimed to capture customers' attention and influence their purchase intention. Although MyBeauty shelf display is placed in the grocery store where the retailer atmosphere is unexceptional, yet point of sales main task is to capture attention by distinctive design, use of colors and lighting in order to provide positive sales effect. On top of that, based on the idea of eliminating the copycat image, it is essential to differentiate the outlook of the shelf display according to the new refreshed design of the brand. Hereby, display will reflect the actual, high quality of the products. Moreover, in order to meet the image conscious modern shoppers demand and engage with the target audience, MyBeauty display should maintain attention-grabbing, but at the same time high quality, modern and sophisticated outlook. Thereby, MyBeauty's shelf display image will have subdued colors with distinctive dots pattern indicating idea of "essence of color", "pop of color". Additionally, in order to encourage customers to try a products, reinforce brand recognition and enhance loyalty, samples

(testers) of all of the makeup products should be incorporated into the display so that everyone can “touch and feel the texture” of the cosmetics.

Retail Promotion (Price off promotions)

Provided that manufacturer brands have a tied promotions mechanism, nowadays price reduction is commonly used retailer’s tool to capture customers’ attention. Retailer’s promotions to the end-customers may not only increase category need and generate brand trial but also leverage the brand value equity (Rossiter & Bellman, 2005, pp. 363-365). MyBeauty’s price off promotions are aimed to attract mainly OBS’s due to the fact that they can be easily triggered to the POS by the price reduction offers. In this respect, all of the products’ prices will be 10% reduced during one week every month. Subsequently discount of MyBeauty products will be announced in the store flyer. Thereby, visual offer indicating price reduction featured in the Continente flyer combined with the attractive POS design and layout would not only raise brand awareness but also generate increase of the sales 203% [Refer to Figure IX. Sales results for 10% price-offs]. Additionally, price offs coupons distributed during MyBeauty events or sent to the Facebook contest winners, will provide 50% discount for one makeup product and by that opportunity to experience high quality products at a lower price [Refer to Appendix III. 50%-off coupon].

Product sampling

In the makeup category sampling is perceived as the best way to engage with customers by providing brand trial.[See figure X. New product purchase drivers]. In addition, many customers before purchasing makeup product tend to look for free samples in order to have warranty of a product quality and decrease the risk associated with purchasing new, unknown brand. Respectively, in order to convince customers of MyBeauty products

quality, the small product samples will be distributed during MyBeauty's events, at the point of sale whenever customer will ask shop assistant or sent to the Facebook contest winners.

9.3 Online/interactive plan

The target audience group is represented by the Millennial generation which is considered as the most frequent Internet users engaged in the number of social media platforms. Moreover, they frequently rely on the information available online which have a significant influence on their purchase decision. In fact, cosmetic industry is constantly growing no more than ever due to the online marketing and the unlimited access to online information (Pitman S. , 2011). Accordingly, it became essential for the cosmetic brand to gain trust and engage with customers by sharing authentic, integrated digital content. In this respect, MyBeauty's online campaign, as a great part of the marketing communication mix, is aimed to effectively engage with the target audience and increase volume of online audience. Core online experience will be provided by MyBeauty's website, smartphone application and MyBeauty blog. Accordingly website will include both professionals (information regarding products) and user generated content (products recommendations, reviews). Subsequently, social media engagement strategy will empower digital channels of communication to convey effective message to the target audience and encourage their interaction throughout Facebook, Instagram, Pinterest, YouTube. Moreover, in order to increase value of the online customer base digital channels of communication will be focused on the customer acquisition and retention [Refer to Table 3. Digital communication tools]. Following digital communication tools provide real-time response and lead to the spread of the message from person to person that respectively have an impact on the brand image. This is to say, it is important to bear in mind fact that 90% of consumers trust recommendations rather than the advertisements

and even brand itself. In this respect, the role of the word of mouth (WOM) has significant impact on the whole industry since recommendations drive customer trust and brand credibility. Based on those assumptions, it is crucial to point out particular roles of the each of presented marketing digital tools and their creative execution.



Facebook

Embrace social strategy aimed to build personal, meaningful relationship with the followers (friendship). Not trying to sell but to connect

Informative posts- keep followers updated with the news from the beauty industry, trends, educate them by showing articles and videos with makeup tips.

Engaging posts- provide two ways communication, co-creation of the brand (engage with the followers by letting them choose the product colors of limited collections) Post YouTube videos of tutorials, reviews. Create competitions for followers with price-offs or set of free samples as a reward



Influencer marketing

Engage some of the YouTube beauty gurus which have sufficient amount of subscribers to make reviews of the MyBeauty's products as well as makeup tutorials while using particular brand's product.



Instagram,  Pinterest

Deliver visual engaging content

Keeping visitors up to date, tips/tutorials, collaboration with the beauty gurus- ask them to write reviews of the cosmetic products, blog posts regarding trends in the makeup.

Application

Provides quick information

Mobile application for the website where customers can search for the products and their specific usage, reviews or the information which colours suit to the particular eye and hair colour. App can be used while choosing product in the shop when client needs more specific information or want to see reviews.

MyBeauty blog

Generates online buzz around the brand

Blog keeps visitors up to date, provides tips/tutorials. Collaboration with the beauty gurus- ask them to write reviews of the cosmetic products, blog posts regarding trends in the makeup.

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VI. Appendix

- Figure I. **Customers' perception of private labels.** Source: adapted from *Global Private Label Report* (Nielsen, 2014).

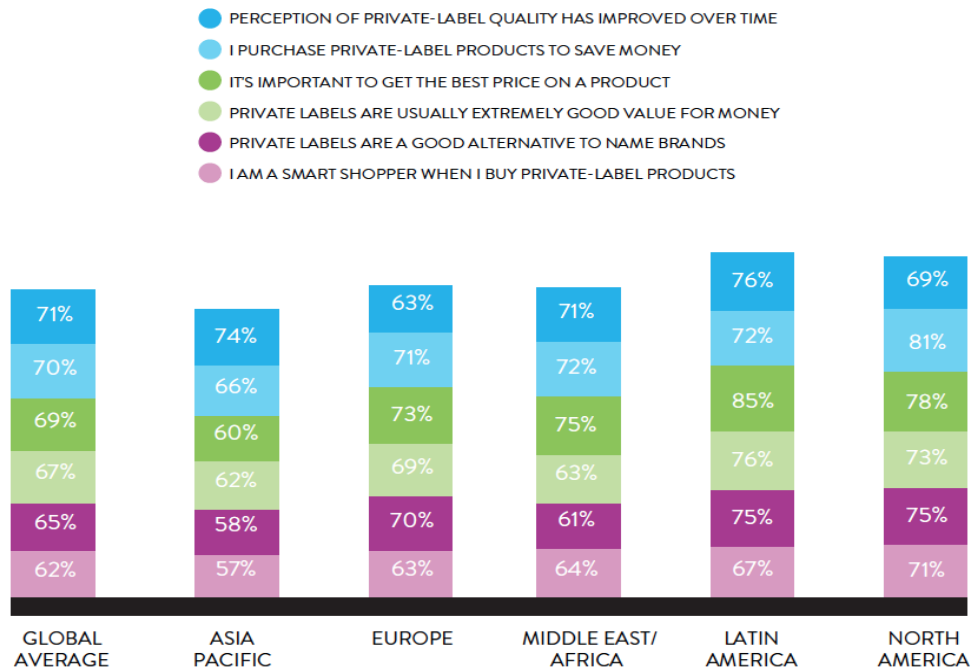


Figure III. **Brand/Private label Market Shares, 1999-2025.** Source: adapted from *Private Label: Don't Fight It, Thrive In It*, Accenture 2011.

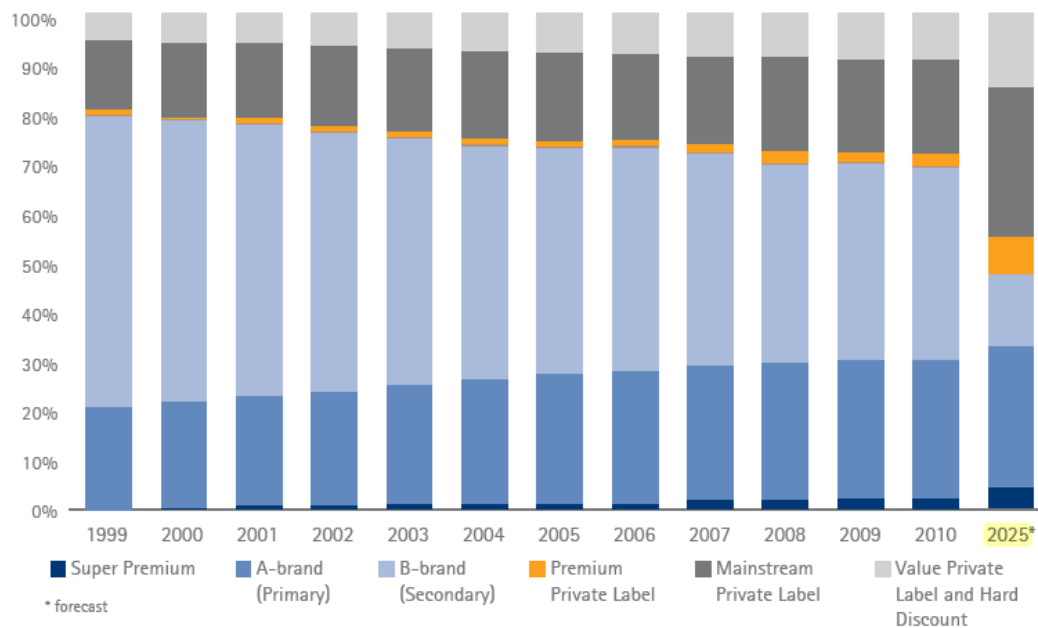
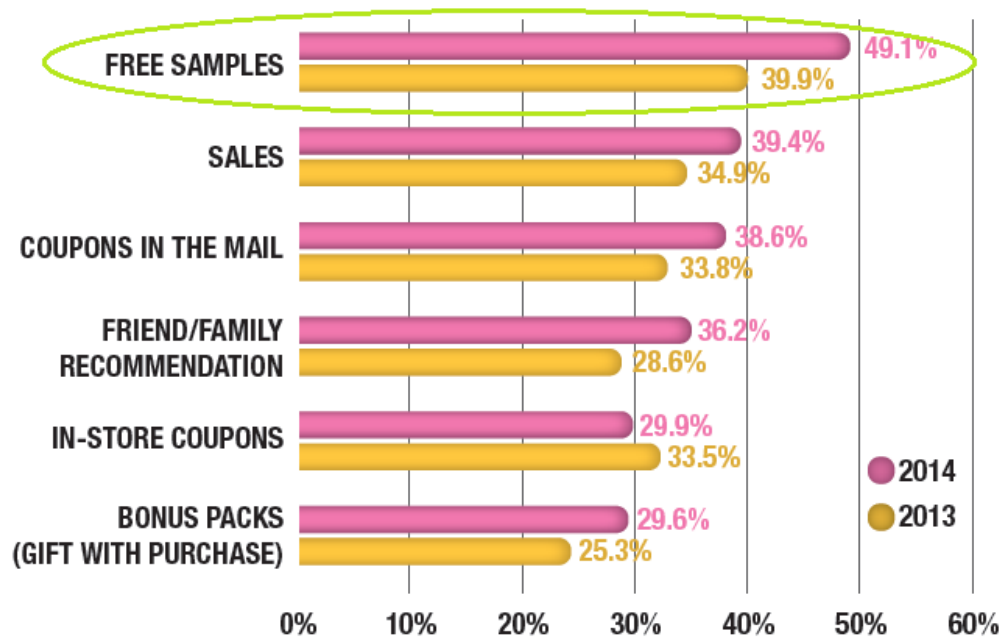


Figure X. **New Products** purchase drivers. Source: adapted from *The Check-out- Beauty Edition*, 2015.



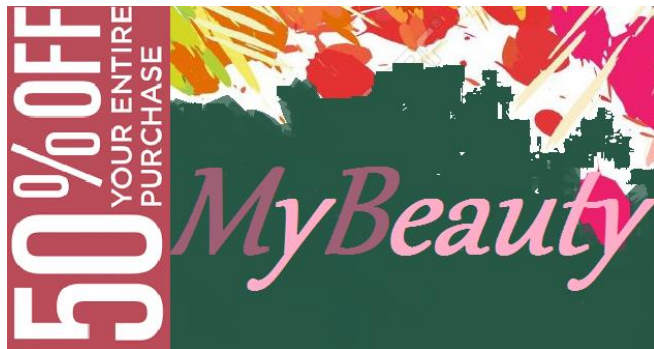
2. Appendix I. MyLabel copycat logo.



Appendix II. New logo of the brand.



Appendix III. **50%-off coupon.**



3. Table III. **Digital communication tools.** Source: own elaboration

Digital communication tool	Mission	Role	Impact	Reach Effect (# of Online impressions)
Facebook	Acquisition	Display, WOM, informative	Consider Enjoy	# of followers
YouTube	Acquisition	Display, WOM	Evaluate, Consider	# of viewers
Instagram	Acquisition	Display	Enjoy	# of followers
Pinterest	Acquisition	Display	Enjoy	#of followers
Mobile app	Retention	Search	Evaluate	# of downloads data
MyBeauty blog	Retention,	Informative, WOM,	Evaluate, Consider	# of views